JSC 2010-2015
A Plan for Access, Engagement & Success

Year 3 Work Plan

OCTOBER 2012

Johnson State College • Johnson, Vermont • www.jsc.edu
INTRODUCTION

Why Plan? Why Now?

While higher education is a sturdy and enduring social institution, it also is an extremely dynamic enterprise. Each generation of students has its own characteristics, aspirations and challenges.

Planning forces us to look at where we’ve been, assess where we are and envision our future – a future aligned with stated goals and attainable resources. It insists that we evaluate our work, share our results, call current practices into question, and look at things in new ways.

By planning, we demonstrate confidence in JSC’s future. We create a path for ongoing work, establish well-defined priorities, set milestones to evaluate our progress, and realign our compass to ensure that “true north” is always pointed toward student success and continued institutional excellence.

Planning Makes Things Happen

With the support of a five-year Title III “Strengthening Institutions” grant received in 2005, we identified six ambitious goals – among them the restructuring of first-year advising and the development of the extended classroom experience. These goals prompted us to create a dedicated Office of First-Year Experience, launch a “Creative Audience” course with diverse programming, create programming specifically aimed at supporting new students, and support a greatly expanded culture of learning beyond the classroom.

From Critical Issues to College Plan

Building on this success, we entered the next phase of planning at the start of the 2008-2009 academic year by establishing a steering committee of JSC staff and faculty to guide our work. We adopted a “critical issues” approach – focusing on issues we determined to be critical to the survival and success of Johnson State College.

At the top of the list, front and center, is the success of students, with high-quality teaching so tightly connected that it is impossible to posit one goal without the other.

Next up: a College-wide commitment to ongoing student success, which we recognize is just as crucial to student success as a strong start. After all, succeeding in college is a complex process. It requires many students to take an entirely new view of themselves, to revise their approach to their education and learning, and sometimes even to learn a new language and culture. Similarly, we have come to appreciate that transfer students deserve our attention. While they may be experienced in some aspects of college, they are new to JSC and are starting a new chapter in their lives; they don’t automatically know how to “do” college just because they have tried it before.

We identified “civic engagement” as another key goal, recognizing that students who show a commitment to their own learning and feel a connection to Johnson State from the start are most likely to thrive at JSC. Civic engagement is more than “a good thing to do.” It helps students build a strong sense of identity and perceive themselves as vital members of a vibrant community of learners. It extends the educational process beyond the classroom. And it prepares students for lives as fully contributing members of society.

We established our final two goals – continued fundraising and campus upgrades (to information technology and our physical spaces) – as crucial to advancing our objectives of teaching, learning and engagement.

It is clear that planning cannot be episodic; it must be part of the ongoing work we do. We need to keep asking and inventing the questions that will link our daily decisions with our aspirations for Johnson State College’s future. To that end, we arrive at our new college plan.
# JSC 2010-2015: A Plan for Access, Engagement & Success

1. Increase academic challenge and student achievement.
2. Foster early and ongoing student success.
3. Identify and enroll students most likely to thrive and succeed at JSC.
4. Strengthen JSC’s contributions to and relationship with Lamoille County and Vermont.
5. Align campus and technology upgrades with academic priorities.
6. Strengthen JSC’s future through gifts, grants and investments.

## Priority # 1: Increase academic challenge and student achievement.
Johnson State College will create a more distinctive academic program with greater flexibility and more streamlined general education requirements to facilitate timely graduation.

<table>
<thead>
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| 1. Students in all programs will experience an increased level of academic challenge. | • Progress continued in integrating research skills throughout curriculum in several academic departments  
• Participation increased in Extended Classroom Experience event  
• General Education Core Curriculum (GECC) design approved by full Faculty Assembly and Academic Dean  
• JSC Teacher education curriculum and portfolio preparation were redesigned for clarity, quality, and better alignment with VT Department of Education expectations. | • Expand opportunities for English and History students to carry out research with faculty members  
• Support Studio Arts students to carry out a curatorial research project focused on Vermont sculptor and her works  
• New research opportunities to be developed for Health Science and Political Science students informed by new faculty members’ research interests  
• Map the availability and forms of experiential learning for all programs; publish ‘map’ online and as part of new student orientation and recruitment  
• Recognize outstanding faculty-student research project through first annual award  
• Continue GECC work, including an assessment strategy, for full implementation by Fall 2013  
• Implement and fully operationalize new Education curriculum for new and continuing students  
• Take the first step toward an Honors program, by implementing departmental honors | Dan, Sharon T, Lisa C  
Ken, Susan  
Dan, Hans, David P  
Dan, Ellen, Deb  
BEM, Chairs  
Sharon T, Tyrone  
David Mc, Dave C  
Dan, chairs |
| 2. **Academic programs will streamline pathways to student success.** | **Communicated with all students who were identified in “near-completer” project**
- EDP and Education faculty worked closely to plan for EDP students’ success in teacher preparation program
- Re-designed Journalism major to reflect more realistically the full range of online and new media communications
- Designed a pre-medical concentration for students intending to pursue graduate study in medicine
- Gained approval for a BFA Media Arts in response to identified students interests. | **Restart project for follow-up and evaluation of near-completers**
- Smoothly integrate EDP education majors into the newly designed curriculum
- Assess Year 1 of new major and new concentration
- Reduce requirements of credit-heavy majors; rethink curricula from the standpoint of desired outcomes, rather than a menu of courses | Doug
Dave C, Valerie, David Mc, Gina
Tyrone
Dan, Chairs |
| 3. **All academic programs will be committed to continuous improvement.** | **JSC participated fully in the systemwide transition to the Program Review and Continuous Improvement Process (PReCIP)**
- Implemented EDP instructor evaluation system
- Recognized outstanding EDP instructor at JSC Honors Convocation
- Held assessment workshop through the vehicle of Department Chairs’ Council
- Identified gaps in advising effectiveness in communicating ECE opportunities to Year 1 students | **Use lessons learned from PReCIP as a continuing point of reference moving forward**
- Realize the promise of PReCIP to develop more open and self-critical program reviews
- Gather and use assessment evidence for program improvement
- Offer professional development to staff and faculty focused on the role of advising for student perseverance to graduation and post-JSC life. Focus advising on “life after JSC.” | Dan, ENH Chair
Dan, WRI faculty Chairs
Margo, Sara K |
Priority # 2: Foster early and ongoing student success.
Johnson State College will embody a campus culture of ongoing and intentional community building and engaged learning that crosses and blurs the boundary between student life and academic affairs.

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<tr>
<td>1. A College-wide commitment to early student success will focus on early engagement and cut across boundaries between the academic and student-affairs departments.</td>
<td>Orientation Leaders were engaged for longer period of time including summer orientations to make early connections with incoming students</td>
<td>Pilot cross-department extended student peer-mentoring project in and beyond residence halls</td>
<td>Margo, Michele</td>
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<td>“Paired course” model was piloted for three sections of First Year Seminar and writing course to deepen connections between new students and faculty members; evaluation documented student perseverence.</td>
<td>Carry out an assessment of Creative Audience and its role in integration of new students to wide range of college programming</td>
<td>Margo, Emily, Doug</td>
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<td>A non-credit discussion group for students “exploring” choice of major was held weekly. Sophomores acknowledged publicly for successful completion of first year at JSC</td>
<td>Pilot a credit-based “Explore and Connect” program for new students to learn about and select a major program of study</td>
<td>Sara, Lizi</td>
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<td>• Orientation Leaders were engaged for longer period of time including summer orientations to make early connections with incoming students</td>
<td>• Pilot a learning community that includes a residential component with a First Year Seminar in public art—opportunities for group exhibit and study support</td>
<td>Leila, Jeff</td>
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<td>• “Paired course” model was piloted for three sections of First Year Seminar and writing course to deepen connections between new students and faculty members; evaluation documented student perseverence.</td>
<td>• Learning community for students enrolled in START (Biology and Environmental Sciences) program</td>
<td>Les, Michele</td>
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<td>• A non-credit discussion group for students “exploring” choice of major was held weekly. Sophomores acknowledged publicly for successful completion of first year at JSC</td>
<td>• Hold at least two sophomore-specific activities</td>
<td>Margo, Heidi</td>
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<td>• Orientation Leaders were engaged for longer period of time including summer orientations to make early connections with incoming students</td>
<td>• Improve web and portal pages for transfer students</td>
<td>Deb, Penny, Doug</td>
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<td>2. The College will balance increased academic challenge with academic supports and resources for all students.</td>
<td>• “Paired course” model was piloted for three sections of First Year Seminar and writing course to deepen connections between new students and faculty members; evaluation documented student perseverence.</td>
<td>• Fully exploit available database of transfer courses for improved efficiency in giving incoming students full knowledge of their standing at JSC</td>
<td>Doug, Sara</td>
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<td>• A non-credit discussion group for students “exploring” choice of major was held weekly. Sophomores acknowledged publicly for successful completion of first year at JSC</td>
<td>• Welcome letter to incoming transfer students inviting their full participation and reminding them of supports at JSC for new students</td>
<td>BEM, Penny</td>
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<td>3. A College-wide commitment to ongoing student success will apply lessons learned from the focus on first-year students to all other student populations, focusing first on transfer students and sophomores and eventually including students in majors across the curriculum.</td>
<td>• Modest progress in recognizing sophomores for successfully navigating freshman year</td>
<td>Welcome back event for sophomores</td>
<td>Margo</td>
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<td></td>
<td>• Modest progress in recognizing sophomores for successfully navigating freshman year</td>
<td>• Sophomore e-newsletter emphasizing 2nd-year success and avoidance of “slump”</td>
<td>Margo, Emily, Jen</td>
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<td>• Design and implement a one-on-one mentoring system for transfer students</td>
<td>Dave, Dan</td>
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<td>• Hold focus groups with sophomores</td>
<td>Margo, Michele</td>
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Priority # 3: Identify and enroll students most likely to thrive and succeed at JSC.

Johnson State will transform recruitment processes so that students who enroll will engage early and deliberately with the College while identifying themselves as likely to succeed at and graduate from JSC, and the College will view ongoing student engagement as a priority.

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<td>1. Recruitment and retention efforts will be deliberate, informed by data, and understood as a College-wide commitment and responsibility.</td>
<td>• Review, assess and update website to include more transfer-specific information.          • Continue the development of e-tools for maximum flexibility of transfer ______</td>
<td>• Work closely with faculty to smooth the transition of transfer credits.</td>
<td>Doug, Penny, Tammy</td>
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<td>• Continue streamlining paths to JSC from CCV.                                             • Identify 5 major areas of CCV-to-JSC degree continuation.</td>
<td>• Identify 5 major areas of CCV-to-JSC degree continuation.</td>
<td>Dan, ___</td>
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<td>• Promoted and recruited students for new Communications &amp; Community Media major.          • Hold major-specific events with participating faculty, students and staff.</td>
<td>• Hold major-specific events with participating faculty, students and staff.</td>
<td>Dave C, Doug</td>
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<td>•                                                                                           • Continue to develop JSC athletics as key recruitment area.</td>
<td>• Continue to develop JSC athletics as key recruitment area.</td>
<td>Penny, Chairs</td>
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<td>• Reduce fall to spring attrition.</td>
<td>• Reduce fall to spring attrition.</td>
<td>Jamey</td>
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<td>2. A comprehensive marketing program, informed by knowledge of current and emerging student populations and utilizing proven new-media strategies, will guide recruitment efforts. Communication strategies will be varied, responsive and individualized.</td>
<td>• Further enhance the process and frequency of communicating student accomplishments to hometown news outlets.</td>
<td>• Publicize student accomplishments in local media beyond athletics and Deans/President’s Lists.</td>
<td>Deb</td>
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<td>• Streamline website by moving to the portal what belongs on the portal.                    • Develop career-focused marketing materials.</td>
<td>• Develop career-focused marketing materials.</td>
<td>Sara, Heidi, Deb</td>
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<td>• Update web pages and remove redundancy                                                  • Expand use of Facebook and other social media tools for maximum outreach and connection.</td>
<td>• Expand use of Facebook and other social media tools for maximum outreach and connection.</td>
<td>Deb, Melissa</td>
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<td>• Draft new home page and selected landing pages.                                          • Develop new, mobile-ready website.</td>
<td>• Develop new, mobile-ready website.</td>
<td>Deb, Melissa</td>
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<td>• Develop targeted and integrated marketing campaign utilizing Burlington Free Press print and web (including Yahoo)</td>
<td>• Create additional TV spots, adding parent and faculty testimonials.</td>
<td>• Create additional TV spots, adding parent and faculty testimonials.</td>
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<td>3. College enrollment strategies and decisions will be based on analysis of data, supported by robust administrative and technological systems, and available to a broad cross-section of JSC staff and faculty trained to use these resources.</td>
<td>• Continue to assess strategies of institutional aid, taking into account financial need, yield and student success.</td>
<td>• Set enrollment goals that acknowledge growth, diversity and increased participation of Vermonters</td>
<td>BEM, Sharron, Penny</td>
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<td>• President’s Council will articulate and work with Admissions staff and others re: recruitment goals.</td>
<td>• Use institutional research and results of student input/feedback to inform strategies of recruitment and persistence.</td>
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<td>• Set minimum expectations of JSC staff and faculty to make use of online, student-focused data tools.</td>
<td>• Connect marketing and recruitment to values proposition</td>
<td>Deb, Penny</td>
</tr>
</tbody>
</table>
| 4. Students who transfer to JSC will encounter student-friendly enrollment and retention practices. Prospective and incoming students will receive timely and clear information regarding their transcripts, general education requirements and major programs of study. | • Refine and upgrade our communications and marketing strategies to reach prospective transfer students.  
• Streamline application process for transfer students, especially vis-à-vis the Common Application. | • Create transfer application as separate process from Common App |
|---|---|---|
| 5. The awarding of institutional aid will support the goals of enrollment, student success and progress toward degree. | • Study successes of the piloted model; make changes as indicated. | • Continue focused scholarship and aid efforts; track successes  
Sharron, Toby |
| 6. Enrollment strategies will recognize the importance of alumni – particularly recent alumni – in retaining and mentoring current JSC students. | • Task new associate director of development with developing strategies for greater alumni involvement.  
• Work with Alumni Council to realize this goal. | • Involve recent alumni in recruiting next generation of JSC graduates.  
• Reach out to alumni in other parts of U.S.  
• Highlight successful early careers of JSC alums |
Priority #4: Strengthen JSC’s contributions to and relationship with Lamoille County and Vermont.

Johnson State College will be actively and continually engaged in civic matters, support the creation and dissemination of local knowledge by students and faculty, learn from and with our community, practice thoughtful stewardship of resources, and include community members in College events at every opportunity.

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| 1. Johnson State College will carry out its mission with knowledge of and respect for its social, environmental, geographic, and economic context in Lamoille County and Vermont as a whole. | • Coordinate representative invitation list of community partners in business, government, and education sectors.  
• Connect with local media and audiences to gain interest for new Communications & Community Media program.  
• Review and strengthen internship experience.  
• Seek and carry out participation in community boards, councils, and area projects | • Hold first meetings of President’s Roundtable (goal: 2x/year).  
• Connect academic and student life experiences more intentionally to post-JSC employment.  
• Recognize and publicize outstanding internships.  
• Develop and publicize a report on “JSC in the Community: Economic and Social Impact,” to include membership of JSC faculty and staff on boards and councils in Johnson and home communities.  
• Seek external funding for a Center for Lamoille Area Studies. | BEM  
Dan, Ellen, Heidi  
Deb, Melissa  
Dan, BEM |
| 2. Johnson State College students, faculty and staff will be students of their local communities. | • Through an expanded culture of research, strengthen a commitment to local study. | • Expand strong internships to other important local partners; intentionally link experience to learning and dissemination of learning.  
• Continue work on local issues of soil, climate, and other environmental issues.  
• Expand local research to include Political Science students and faculty.  
• Feature successful internship experiences on JSC website | Dan, Ellen  
ENS faculty  
Dan, David  
Deb, Melissa |
| 3. As resources permit, Johnson State College will share its campus and facilities with our neighbors and publicize and invite the public to athletic contests, special events and other activities. | • Pilot a Performing Arts Festival for high school students in fall 2011.  
• Expand opportunities to use JSC facilities for high school playoffs. | • Host a statewide secondary athletic conference. (11/3)  
• Host middle and high school students in theme-based visits to campus; reach a local and diverse set of students through these efforts. (Perf Arts Fest, 10/19)  
• Highlight selected drama production to reach local high school and middle school students through performances, interaction with JSC cast, and Q and A sessions. (Diary of Anne Franke) | Jamey  
Penny  
Penny, Russ |

* Hosted VT Educators in fall; VT art teachers 10/19; Military Child Workshop 10/10-11
Priority #5: Align college and technology upgrades with academic priorities.

By January 2015, Johnson State College will be known for its excellent community spaces, high-quality teaching and learning facilities, emphasis on sustainability in building development and maintenance, and use of cutting-edge information technology to increase the breadth, depth and quality of the learning experience, streamline administrative functions, and communicate with internal and external audiences.

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| 1. Classrooms, studios and labs will have equipment and technology that fully meet students’ academic needs for specific fields of study. | • Complete Bentley renovations by August 2011; assess and make adjustments as necessary.  
• Complete VAC addition and renovations by January 2012.  
• Name and dedicate the LLC for major donor.  
• McClelland Hall: upgrade classrooms, review space usage, create student lounge/study areas, create long-term plan. | • McClelland Hall – update equipment and furnishings in classrooms, reconfigure some areas relative to ________  
• Create a new seminar style classroom. | Sharron, Woody  
Sharron, Woody, Dan |
| 2. Sustainability will be the hallmark of the College’s approach to maintenance and construction. | • Continue focus on making energy improvements in new, renovated and other spaces on campus.  
• Upgrade heating controls in Martinetti. | • Conduct a sustainability assessment of all food service operations, introduce new techniques to reduce energy consumption and food waste.  
• Develop 2-3 projects for consideration as part of the VSC Green Revolving Fund. | Sharron, Sodexo (Christie)  
Sharron, Woody |
| 3. Community, students, faculty and staff will benefit as a result of improved facilities. | • Students and faculty will be oriented to new facilities; patterns of use will be studied and any adjustments made as indicated | • Renovate portions of McClelland Hall to add common areas and improve teaching and learning spaces | Sharron, Woody |
| 4. Information technology will transform and streamline College administrative functions. | • Implement document imaging in Accounts Payable and three other offices on campus, with a goal toward increasing the flow of information and improving efficiency.  
• Use the portal to broadcast announcements and educate users so it becomes THE place for information for JSC.  
• Revamp the public website so it becomes more user friendly and “modern.”  
• Improve overall communications to prospective students and the community.  
• Update and enhance the College’s “continuity of operations” plan to reflect changing needs of the JSC and JSC students.  
• Work with VSC to complete programming work to enable the uploading of electronically delivered Admissions data into Datatel. | • Form a technology steering committee of faculty to set IT priorities.  
• Deploy online training options for faculty and staff for core applications.  
• Implement document imaging in 2-3 new departments to eliminate unneeded paper documents | Sharron, Dotty  
Sharron, Dotty  
Sharron, departments TBD |
5. **Information Technology Services** will develop and offer solutions enabling the College to transform teaching, learning and administration. Technology will be fully employed in the classroom, in the field and in the lab.

- Fully deploy Moodle in all departments so that at a minimum, syllabi are available for all JSC course sections.
- Set aside time and financial resources for training and skills-development for the College’s IT resources.
- Convert standard forms to forms that can be completed online, with data automatically distributed to appropriate parties/databases.
- Develop a strong student-centric help desk staffed between 8 am and 4:30 pm (goal: 9 pm).
- Introduce new self-service programs that allow faculty to learn new technologies.
- Set aside time and financial resources for training and skills-development for the College’s IT resources.
- Host faculty-specific IT training.

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**Priority # 6: Strengthen JSC’s future through gifts, grants and investments.**

Johnson State College will direct its development efforts by effectively communicating its mission, goals and core values to friends, funders and others invested in creating and sustaining the future of the College. The College mission and planning will guide funding priorities.

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| **1. Fundraising and development priorities will be inspired and led by the College mission and planning goals, and these priorities will be a College-wide responsibility.** | • Development office staff focused on knowing and learning the JSC programs and initiatives that are candidates for increased support | • Identify and gain support of two corporate sponsor and one major gift for 2013 common reading initiative.  
• Revamp or relocate development office for great accessibility and visibility.  
• Provide greater role for faculty and staff. | BEM, Lauren |
| **2. JSC will be characterized by a culture of philanthropy in which JSC faculty, staff, students and community members know and appreciate the essential role that gifts and investments play in enabling the College to carry out its mission.** | • Launch a campaign for Visual Arts programs and scholarships.  
• Install and dedicate the bell tower during Homecoming 2011.  
• Database upgraded and greatly improved; staff trained in its uses.  
• Streamline scholarship selection process | • Name two more spaces in Visual Arts Center.  
• Continue to meet with new JSC faculty and staff members inviting their gifts to JSC.  
• Meet with every faculty and staff member not yet contributing to JSC.  
• Invite individual departments to learn about development resources.  
• Perform activities of donor stewardship impeccably—longstanding and new donors as well.  
• By personal visits, website, email, and video, capitalize on opportunities to invite donors to campus. | Lauren, Ken L |
| 3. Well-articulated and widely shared annual goals and a multi-year campaign will guide development strategies. | • Created and distributed two issues of an alumni enewsletter.  
• Posted regularly on JSC Facebook page  
• Programmed Homecoming and Reunion weekend to appeal to recent as well as longstanding alumni  
• Assisted in securing funding for proposals in support of JSC Athletics and student well-being | • Increase attendance at Homecoming by 50%.  
• Increase collaborations with Admissions department by involvement of young alumni.  
• Apply for three external funding requests.  
• Develop sponsorship concept for JSC events & programs.  
• Work with President to stay connected to major donors regularly | Lauren, DaveB  
Lauren, Penny  
BEM, Lauren |
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<td>4. The College also recognizes the need for increased state funding for the VSC and will work to inform decision-makers of the value of the College and its students and graduates.</td>
<td>• Commit to regular and rich stories of Johnson State College contributions, value of public investment, and dependence on gifts, grants, state allocation.</td>
<td>Deb + ALL</td>
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